

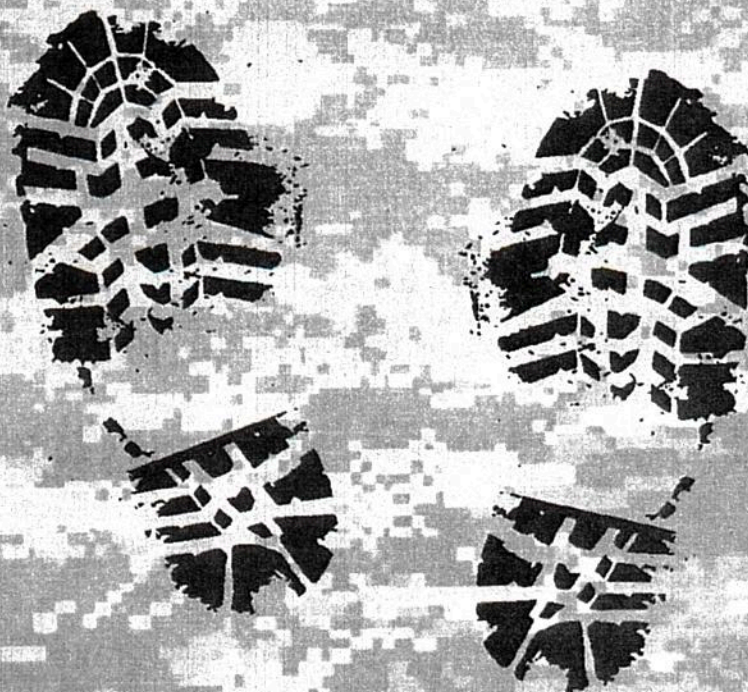


**U.S. ARMY**



# ***Marching Orders***

## ***38<sup>th</sup> Chief of Staff, U.S. Army***



***America's Force of Decisive Action***

***January 2012***



# **38<sup>th</sup> CSA Marching Orders**



## **CSA INTENT**

My intent is to sustain a high-quality All-Volunteer Army that remains the most decisive land force in the world; provides depth and versatility to the Joint Force; is agile, responsive, and effective for Combatant Commanders; and ensures flexibility for national security decision-makers in defense of the Nation at home and abroad.

## **CSA PRIORITIES**

- ❖ Provide trained, equipped, and ready forces to win the current fight while maintaining responsiveness for unforeseen contingencies.
- ❖ Develop the force of the future, Army 2020 as part of Joint Force 2020 – a versatile mix of capabilities, formations, and equipment.
- ❖ Sustain our high-quality All-Volunteer Army – Soldiers, Civilians, and Families, in the Active and Reserve Components.
- ❖ Adapt leader development to meet our future security challenges in an increasingly uncertain and complex strategic environment.
- ❖ Foster continued commitment to the Army Profession, a noble and selfless calling founded on the bedrock of trust.

## **LEADER EXPECTATIONS**

- ❖ Have a vision and lead change
- ❖ Be your formation's moral and ethical compass
- ❖ Learn, think, and adapt
- ❖ Balance risk and opportunity to retain the initiative
- ❖ Build agile, effective, high performing teams – inspire excellence
- ❖ Empower subordinates and underwrite risk
- ❖ Develop bold, adaptive, and broadened leaders
- ❖ Communicate – up, down, and laterally; tell the whole story

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***America's Force of Decisive Action***



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## FORCE OF DECISIVE ACTION

Over the past 236 years, the United States Army has proudly served the Nation by winning its wars and securing the peace. Our history has been marked by decisive action in a wide range of missions – including regular and irregular warfare, humanitarian assistance operations, engagement with allies to build partner capacity, and support to civil authorities. Decisive action ensures mission accomplishment, guarantees our national security interests, compels adversaries, definitively concludes military campaigns, and forges a positive difference. It is an enduring hallmark that the American people expect and that our freedom demands. The commitment of one's sons and daughters into harm's way is perhaps the most strategic commitment a Nation makes. It is our unequivocal responsibility to answer this call as our Nation's Force of Decisive Action.

## THE ROLE OF THE ARMY

The purpose of the U.S. Army is to fight and win our Nation's wars. Warfighting is our primary mission. Everything that we do should be grounded in this fundamental principle. It is imperative that we be responsive to Combatant Commanders as part of the Joint Force. We do this by rapidly dominating any operational environment and achieving decisiveness across a full range of missions. Our strategic framework is guided by three principal and interconnected roles:

- ❖ **PREVENT:** The Army prevents conflict by maintaining credibility based on capacity, readiness and modernization. This credibility averts miscalculations by potential adversaries.
- ❖ **SHAPE:** The Army shapes the environment by establishing and sustaining strong relationships with other militaries, building their capacity, and facilitating strategic access.
- ❖ **WIN:** If prevention fails, the Army rapidly applies its combined arms capabilities to win decisively and dominantly.

## GUIDING THOUGHTS

- ❖ **Army Values** – Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, and Personal Courage are the hallmarks of our Army Profession. We must live them in all we do.
- ❖ **Warrior Ethos** – every Soldier is a Warrior and lives by our ethos, which binds us together as a band of brothers and sisters.
- ❖ **Army Family Covenant** – the Army Family is a special family like no other and we will never waver on the care and support that is commensurate with their service and sacrifice.
- ❖ **The Army is a Team of Teams** – therefore, we must align authority, responsibility and accountability. We fight and win as One Army: Army National Guard, Army Reserve, and Active Army.
- ❖ **High Standards and Discipline** – these are the heart and soul of great units.
- ❖ **Comprehensive Fitness** – we must build and maintain resilience across all 5 dimensions of strength.
- ❖ **Responsible Stewardship** – our future security rests upon our careful and deliberate management of resources, energy, water, and the environment.
- ❖ **Composite Risk Management** – practice it 24/7, on and off duty, for Soldiers, Families, and Civilians.

## America's Force of Decisive Action



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## WARFIGHTING TENETS

- ❖ **Flexibility:** To achieve tactical, operational, and strategic success, we must demonstrate flexibility in the face of adversity. It is achieved by employing a versatile mix of capabilities, formations, and equipment. Flexibility is enabled through mission command, collaborative planning, and decentralized execution that fosters individual initiative.
- ❖ **Integration:** Army forces do not operate independently but as a part of a larger joint, interagency, and frequently multinational effort. Army leaders are responsible for integrating Army operations within this larger effort. Effective integration requires creating shared understanding and purpose through collaboration.
- ❖ **Lethality:** The capacity for physical destruction is fundamental to all other military capabilities and is the most basic building block for military operations. Army leaders organize, equip, train, and employ their formations for unmatched lethality under a wide range of conditions. The capability for the lawful, discriminate, and expert application of lethal force builds the foundation for effective operations.
- ❖ **Adaptability:** Army leaders accept that there are no prefabricated solutions to tactical or operational problems. Army leaders must therefore adapt their thinking, formations, and employment techniques to the specific situation they face. This requires an open and adaptable mind, a willingness to accept prudent risk in unfamiliar or rapidly changing situations, and an ability to adjust based on continuous assessment.
- ❖ **Depth:** *Depth* is the extension of operations in space, time, or purpose. Army leaders strike enemy forces throughout their depth by arranging activities across the entire operational framework of physical, temporal, and organizational depth.
- ❖ **Synchronization:** *Synchronization* is the arrangement of military actions in time, space, and purpose to produce maximum relative combat power at a decisive place and time. It is the ability to execute multiple, related, and mutually supporting tasks in different locations at the same time, producing greater effects than executing each task in isolation.

## CONCLUDING THOUGHTS

Over the past ten years of continuous combat, our Army has proven itself in arguably the most difficult environments we have ever faced. Our leaders at every level have displayed unparalleled ingenuity, flexibility and adaptability. Our Soldiers have displayed mental and physical toughness and courage under fire. They have transformed the Army into the most versatile, agile, rapidly deployable and sustainable strategic land force in the world. While we cannot predict the future in today's uncertain and complex strategic environment, we can be certain that our Nation will continue to call on America's Army. As we apply the lessons of our recent combat experiences and adapt to a constantly changing strategic environment, I am committed to ensuring that we remain the best manned, best equipped, best trained, and best led Army in the world. You have my absolute trust and confidence. ***Army Strong!***

General Raymond T. Odierno  
38<sup>th</sup> Chief of Staff, U.S. Army

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## **Trust – the Bedrock of our Profession**

- **Trust between Soldiers**
- **Trust between Soldiers and Leaders**
- **Trust between Soldiers, their Families and the Army**
- **Trust between the Army and the American People**



**The Strength of our Nation is our Army,  
The Strength of our Army is our Soldiers,  
The Strength of our Soldiers is our Families,  
This is what makes us *Army Strong!***

***America's Force of Decisive Action***

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**U.S. ARMY**

®

***Army Strong!***

***The Strength of the Nation***